

IMPACT

*Your workforce development
magazine*

LEADERS AT PLAY

PRESENT WITH
IMPACT - WHAT
MISTAKES TO
AVOID

Fluid Teams

**CULTURAL
INTELLIGENCE**

**Executive
Endurance**

**THE FUTURE
WORKPLACE IS
ALREADY HERE**

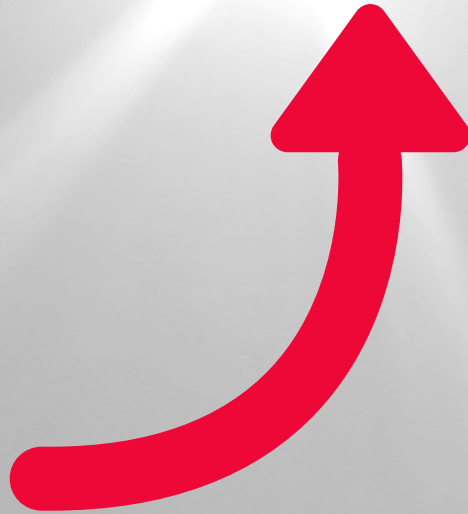
BUMPER ISSUE

Money, fashion,
health and more

Issue 1 June 2018
Value - Priceless

ISSUE NO 1 JUNE 2018

The future workplace is already here



are you ready?

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Welcome to IMPACT from the Editor



I'm a little bit obsessed with quality training and presenting. In fact, I've immersed myself in the training and speaking industry for the past 30 years. I have been fortunate enough to work with some amazing organisations over the years helping to develop their key people and even luckier to meet many amazing experts and specialists who are always keen to share their expertise.

Welcome to IMPACT. It is my pleasure to bring you a workforce development magazine that everyone in your organisation will enjoy. There is a lot of talk about planning for the future workplace, but if you haven't noticed, the future workplace is already here. Are you ready to embrace it?

From leadership strategies to work-life balance tips, from workplace wellness stories to why play is critical in the workplace and everything in between. All business is about relationships, I am confident you will find an article in IMPACT that can help you to build better relationships and communicate more effectively. so you can get on with doing business.

We will endeavour to bring you relevant articles, global best practices, tips, stories and research on how we can all thrive at work and in life.

IMPACT is brought to you by the Global Institute of Training and Presenting. We thank you in advance for sharing our magazine with those you think will enjoy the read.

If you have something of value that can help others make an impact, get in touch. We are always looking for IMPACT contributors for future editions.

Welcome to the GITP and the IMPACT community. Let's make an impact together.

Paula

PAULA SMITH
CEO OF THE GLOBAL INSTITUTE OF TRAINING AND PRESENTING
PROFESSIONAL SPEAKER CSP, AUTHOR AND YOUR EXPERT IN
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AND LIFELONG LEARNER

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**PUBLISHED BY
GLOBAL INSTITUTE OF
TRAINING AND
PRESENTING PTY LTD**

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It's lonely at the top

Being a CEO can be a lonely ride



Why leaders should play too

Why creativity and play should be embraced in every organisation



10 BIG presenting mistakes

Presenting mistakes to avoid to ensure you nail your next presentation



Is your workplace Autism Friendly?

The big shift to be Autism-Friendly in the workplace - Everyone benefits

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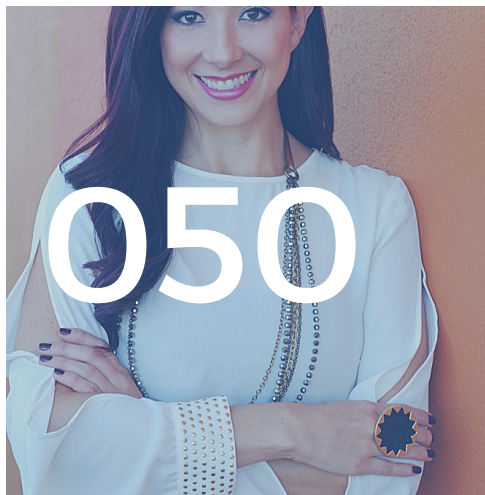
Mindfulness Matters

Tips to help you mind your work
How mindful are you?



Making your payslip work for you

Mortgage and money tips you
will love



Dress for Success

Wardrobe essentials for the
workplace



Healthy made easy

Yes, you can make healthy
snacks and lunches for the
workplace

CULTURE EATS STRATEGY FOR BREAKFAST

BY TANYA FINNIE

‘Culture eats strategy for breakfast’ a phrase by management guru Peter Drucker is the whole truth and nothing but the truth! Many people think culture is just what you naturally do - a soft skill you use that is not that important. This can be fatal for your bottom line.

It is like saying anyone can be a psychologist, you just have to listen, or anyone can fly an aeroplane, you just need to push a few buttons. You can't just 'wing it.' You may just be gobbled up for breakfast.

A deeper understanding of culture is crucial in today's global world. If you want to grow your cultural intelligence (CQ) you first need to understand what it is. In short, CQ is how you get on with diverse people - this can be gender diversity, generational diversity, organisational diversity, generational diversity or ethnic diversity. Australia is one of the most culturally and linguistically diverse populations in the world. Thus, you don't have to travel to experience diversity. 49% of Australians are either first or second generation Australian and this number is much higher in Western Australia. Many organisations are now including cultural competency training as part of staff development, but is being merely competent really enough?

Would you go to a surgeon who has been rated as competent or would you prefer one that excels? You don't have to be fluent in a second language to be culturally intelligent, nor do you need to be well travelled. So, what do you need?

Let's go back to strategy. You could create all the strategies to become a better leader, grow your company and even take over the world. However, unless you endeavour to understand human behaviour and are willing to be flexible, adapt to different scenarios and look at the world through different lenses, you'll be left behind.

This is a process, there is no magic button. It is a journey, but it's a fun journey. There is not a list of do's and don'ts as there are simply too many different customs to memorise. Sure, you may have heard that when accepting a business card from a Japanese person you should use two hands or even slightly bow, but chances are you'll never get it quite right or even recognise when it is required. Simply knowing how to shake hands or hand over a business card, won't change organisational strategy or lead to deeper cultural change within the organisation.

Lucky for you there are some basic universal values that can guide you much better in business, rather than having to learn every rule about every culture. For example, recognising the type of communicator you are. Are you a direct or indirect communicator?

WHY ALL WORKPLACES NEED TO BE MORE CULTURALLY AWARE



What do you think the rules are for who talks when and how? In Australia, we mostly take turns when speaking and it can be a real turn off if someone interrupts you. However, in some African countries and the Mediterranean countries you'll often have people speak at the same time. In France, you may not be able to get a word in if you wait for the room to go quiet and you mistakenly think they are just rude.

Or you know the colleague who thinks they are helping you by detailing all the things you've done wrong and how you can improve it, whilst you are wishing the earth would swallow you, whilst simultaneously thinking how rude they are. Paying attention to body language and understanding where people come from will have huge benefits in helping you to adapt your style to improve communications.

It starts with you knowing your own cultural style. When you add up all the different styles in one organisation or even one conversation, it is no wonder we often have misunderstandings or sometimes even feel like strangling a co-worker. With artificial intelligence (AI) rising, flying self-driving cars on our door step and our aeroplanes becoming bigger and faster, our business world is continuously changing.

Understanding culture and human behaviour may just be your saving grace to stay ahead of the strategy game.

When you get home, I dare you to look in the mirror and take a deep look at your own beliefs and cultural quirks. Then measure it against how other people do things and be open to changing the way you do things. Be culturally fearless and impress people by constantly asking questions and learning. Don't leap to conclusions, be a great listener, leverage new habits and conquer the world.



Tanya Finnie

Redhead Communications

Speaker, Coach, Consultant and Trainer in Cultural Intelligence/Leadership





IT CAN BE LONELY AT THE TOP

*Angie Paskevicius
CEO and Telstra Businesswoman of the Year Winner*

As people's careers develop and their leadership journey unfolds, there are transition points where the level and complexity of their leadership role changes. The journey into leadership changes as you move from managing yourself at work to managing others; to managing others to managing managers; and from managing groups of managers and functional areas to managing an entire organisation, as you do when you become a CEO.

If you aspire to become a CEO, you will discover on your journey, that to be a successful CEO you can no longer be an expert, you have to become a generalist who works through others.... you become an influencer...someone who has let go of all the pieces and all the detail, to focus on the 'whole'. In my experience, this isn't a journey that comes easily for many people and there are many existing CEOs who struggle with this change in the way they need to think and operate, in order to successfully lead organisations. What you often see is a CEO who can't let go, who continues to think that they know everything or believes that they have to do everything themselves. This is a recipe for disaster. To be successful, a CEO must accept that they don't know it all, that they need to surround themselves with capable people to support them in their role. At the end of the day, leadership is a 'team sport'. Self belief and self confidence, knowing yourself well and being humble are important qualities that make this journey much easier for people at this executive level.

**Leadership is a
team sport**



Coupled with this different way of thinking and operating is the realisation and acceptance that the CEO role can be quite lonely. When leaders become CEOs they often find that their relationships change. This can be more obvious if you are a CEO who has been promoted from within the organisation. It's not the sort of position where you can be best friends with your colleagues who are now your line reports. It just doesn't work that way.

This is where it's important for CEOs to seek the support of colleagues in similar positions outside the organisation which can be on an informal or more formal basis through structured leadership groups or programs. Establishing key relationships with trusted advisors such as coaches or mentors is also a beneficial strategy. It can be invaluable to have access to an independent perspective from a coach or mentor that's outside the relationship that the CEO might have with the Chair of their Board.

The CEO position is a privileged role that many aspire to. It's a challenging leadership position for many reasons and it's not a role that's suitable for everyone. It can be lonely at times but when you welcome support by seeking out strong relationships you will find that those times of loneliness and isolation become less and less frequent.

WHY LEADERS SHOULD PLAY TOO

BY RUSSYA CONNOR

Playfulness is serious business. In a rapidly changing, increasingly complex world where the competitive advantages depends on leaders' ability to adapt and respond quickly to changing environments, playfulness can become a key source of guidance.



Live a creative life everyday



The contemporary business world has perpetuated the dichotomy of 'work' and 'play', and lost sight of the value and the legitimacy of play. Who has not heard: 'Stop playing, this is serious'

Systemisation, routinisations and outcome orientation are often seen as the only keys to efficient and consistent performance (and yes they do provide efficiency and support performance). On the downside, repeating the same process all over again, and being too reliant on set routines, can become a danger as it impedes the spontaneity to respond authentically to what is in front of you. It can also undermine a human's incentive to stay alert and attuned to nuances.

Research suggests that operating consistently on a high mental load and within established pathways will lead to choosing the most familiar (and inevitably least interesting) solution and will diminish originality and creativity responses.

Business leaders are increasingly under pressure, and have often lost that playful flexibility of mind and feel compelled to

put away this side as they focus on stakeholders, sales reports and change management.

Business leaders are continuously facing new challenges - whether it's launching a product, entering a new market, examining existing or potential strategies, managing change, implementing new structures, they need to be open to unconventional solutions. As the dynamics of the business world are filled with hiccups and unpredictability, leaders need to feel comfortable to courageously step into the unknown and improvise (if the need arises).

How can leaders overcome slipping back into old grooves like an ingrained worn record and instead respond to stimuli and challenges in an innovative way?

Playfulness can be the answer.

We need to re-establish the skills we develop as children as the significance of "play" extends way beyond the early years.

Experiments conducted at the MIT indicated that engaging in play is the basis for creativity, innovative and divergent thinking, a healthy sense of self and others, and valuing new ideas.

There is a preconception, that playfulness is reserved for children, or worse, for the lazy, idle and irresponsible, yet playfulness helps us to connect to others in an authentic way, recover quickly from high stress situations, enjoy our job more and remain curious about the world around us. I believe we (hopefully) all have had those skills in abundance in kindergarten, and yet the pressures of work have often just stripped them out of our life, but it is easy (and playful) to refine them again to become more adaptable, more creative, more collaborative.

Innovation does not come out of the clouds and one cannot wait for creativity to strike us like lightning.

Rather than seeking one answer, like in a game with fixed rules, leaders must deepen their thinking by considering multiple and contradictory scenarios, just like in a free play situation, where there is no fixed outcome. A more playful leader engages in thoughts outside their usual discipline and therefore out of their comfort zone, which can release stultifying perfectionism and gives the freedom to experiment, thus opening their minds to innovative thinking. Playful leaders are able to create an environment of trust and fairness. In such an environment, fear, and infighting are sharply reduced and productivity is high. Remember - in kindergarten the child with the fairest play attitude had the biggest number of followers, and the ones who wanted to dictate or micro manage everybody else soon played alone. You need to get in amongst the sandpit, help shape the vision together, viewing your team as your collaborators and encouraging that interaction. Like in those magic moments in the playground, when we allowed another child to influence the trajectory of our story - often something extraordinary happened.

Live a creative life everyday.



Dr Russya Connor –
The Creative Philosopher
Trainer, speaker, therapist and
expert in organisational creativity

**10 BIG
PRESENTING
MISTAKES
TO AVOID
or
MAYBE 12**



By
Paula Smith CSP
Speaker, Author, Master Trainer and an expert in the art and science of
Business Presenting - Presentation Intelligence

We've all been to those presentations

The ones where we stare in horror at the presenter who lacks any presenting skill or worse, the presenter who just doesn't know how to behave appropriately from the platform, boardroom or training room floor. Yes, that same presenter who has been hired to inspire, educate or influence us. So here are a few mistakes or 'don't dos' to avoid when you next take the platform, so you don't have to be 'that presenter'

1. Don't start boring - Your opening should get the attention of the audience and incite curiosity. Be creative and relevant. There are hundreds of ways to start building trust and credibility with your audience. Telling a joke at the start of your presentation generally isn't one of them. You don't know who it will offend.

2. Don't ask the audience to do anything before you establish trust - You know the presenters who want us to raise our hands, stand up, sit down, or hug someone before the presentation has even begun.

3. Don't get off topic - If you are asked to speak on a topic, design and deliver on that. Just because you know lots of other stuff - save it for next time.

4. Don't steal time - You go over by 10 minutes, you have just stolen 10 minutes from the next presenter and now all the morning tea has gone cold. All because you wanted to talk some more. Not good and just a little bit selfish, don't you think?



5. Don't data dump - Tell stories, interact, share, inspire and give great examples. Too much data hurts our brains and your audience members won't remember most of it anyway.

6. Don't present too fast or too slow -

Present at a pace that is brain-friendly, easy to follow and enjoyable to watch and listen to.

7. Don't wander around - There is something quite powerful about stillness. If you do move around, make sure you move naturally and with purpose, not because you can't stand still.

8. Don't sell from the platform - unless you have permission to do so. You don't need to hard sell to get buy in from an audience who wants more of you.

9. Don't complain - Never complain about anything from the platform. You're bigger than that. Not even about the room, the organisers, the catering, the audience, the previous speaker or the Manager who booked you. Yes, presenters do it all the time, unbelievable.

10. Don't let anyone else have the last word - Remember the primacy and recency effect. Your audience needs to leave with your key message ringing in their ears, not the audience member asking when the toilet break is.

Okay I'm on a roll and can't stop so if you want 2 more tips stay put. Hmm, that's a bit like stealing time isn't it. Thank goodness you're still here, morning tea is late anyway, and you can choose to pick up IMPACT any time you have some spare time.

11. Don't talk about yourself too much - talk about your audience and how your key message will benefit them.

12. Don't be a copy of any other presenter - You are a 'one of a kind' presenter with a unique message - embrace your message and your authentic presenting style. There are many more but that's a start.



**Which ones are you guilty of?
Even the professional speakers get it wrong sometimes.
Oh yes and please do wear clothes.**

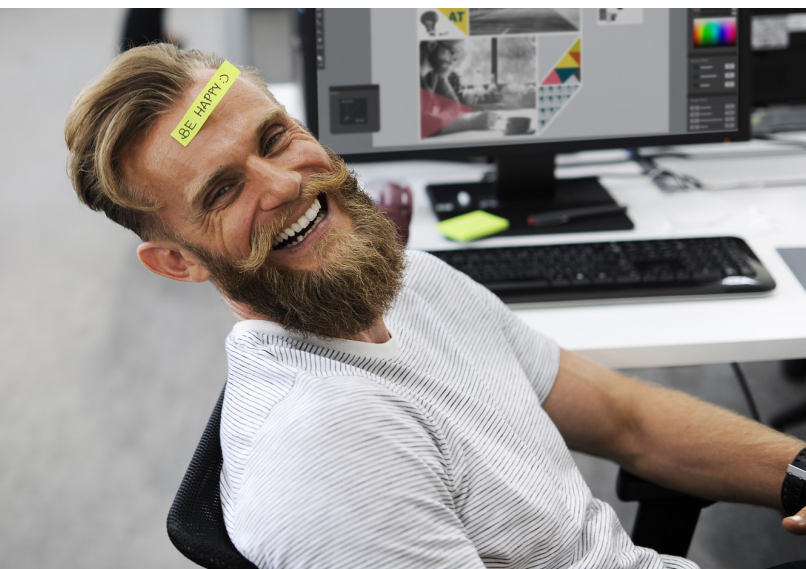
Paula Smith CEO of GTP and your expert in Presentation Intelligence® Professional Speaker CSP, Author and Master Trainer



IS YOUR WORKPLACE AUTISM FRIENDLY?

Learn how you can optimise results in your workplace for ALL your workers
by Shelly Dival

Your FUTURE'S so
BRIGHT, you have
to wear shades!



As employees, people with an Autism Spectrum Disorder (ASD) can have a lot to offer businesses. They have unique skills, capabilities and creative “out of the box” ideas that can be a real asset to the businesses that employ them in a variety of industries. It is not about feeling sorry for someone or ticking a box to say you have an inclusive workplace on marketing material. It’s about utilising a person’s unique skills.

Most people, while they have heard of Autism, don’t really know much about it, apart from the stereotypical image of a child having a meltdown in a supermarket, or understand the complexity of it, let alone thinking about the skills that someone on the spectrum has to offer their business.

Some examples of the skills that individuals with Autism can offer businesses are: the ability to focus on tasks intensely for lengths of time, bring great creativity through their imagination, adherence to time and punctuality. These attributes can bring about innovation and fresh insights for businesses in many industries, along with tasks requiring quality control and a high degree of accuracy such as product testing or medical data entry. Businesses who are prepared to work with the person’s unique challenges are certainly in a position to benefit from them.

Autism Spectrum Disorder (ASD) is a neurological condition affecting the brain’s development in communication and social skills.

Each person on the spectrum will present with different symptoms and to varying degrees. Some of the common issues are social deficits, language challenges, repetitive behaviours and sensory perception issues. It is a complex disorder. There are many articles about integration and inclusion in the workplace for individuals with autism, from the interview process to social inclusion. For example, Specialisterne (Denmark, Australia, USA), a specialist recruitment agency utilises a unique talent matching system developed by it's Danish founder.

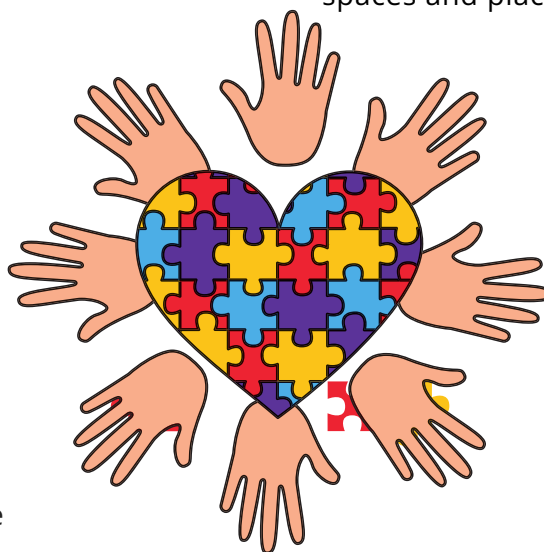
However, a little considered (or not at all) factor is the built environment itself. Our building codes cater for those with physical disabilities with strict requirements, as they should. However, the members of our community affected by neurological conditions are not considered at all.

The term "workplaces" covers a wide range of spaces and places, from office areas where the public does not enter, retail and hospitality outlets where staff and members of the public come together, schools and other places of learning, to hospitals and healthcare centres. Each workplace is unique, as are the solutions to make them Autism friendly.

In making your workplace Autism friendly, there are solutions that range from the cost effective and easy to retrofit, through to thoughtful and detailed design features for re-models or new builds.

Having an Autism friendly workplace does not mean that you are designing for just one section of your workforce. While it is without a doubt beneficial, and at times imperative for individuals with ASD to function in their daily work, all employees, clients and customers will benefit from neurodiverse based design solutions.

While most people see a person's "disability", they forget to see the person. So are buildings designed for the "human factor"? Most would say yes, and I believe they are to an extent, but we can do more. At times, the driving force behind design for commercial buildings will be budgets and adherence to building codes. While businesses and workplaces need to have routines and procedures necessary for a successful business, can that be obtained while providing more choice for their workforce. I believe so. Perhaps the most important factor in providing Autism friendly spaces and places is to provide choice.



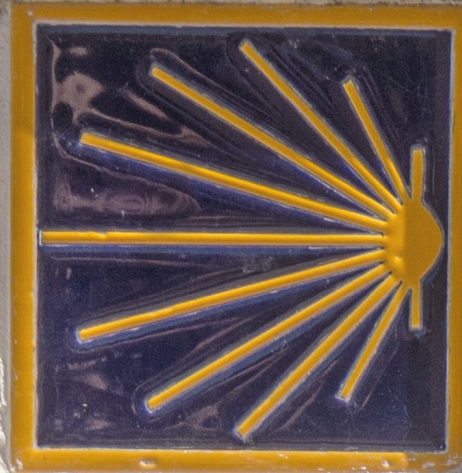
As the challenges for individuals on the spectrum vary greatly, then a workplace that provides options and choices for all employees to create their work area to suit their own particular sensitivities and work preferences, would surely lead to a more productive workplace.

Clever businesses investing in providing a more inclusive workplace create not only a more productive and welcoming business but also, with the combination of a well designed building and a positive work culture, will become the employer of choice to the many talented neurodiverse, and neurotypical talents looking for work.

Clever businesses invest in more inclusive workplaces

Shelly Dival
Front Door Building Design
Building Design Consultant
and Researcher for Autism
Friendly Design.
2017 Churchill Fellow





Walking the Camino

FINDING OUT ABOUT ME

By Julie Warburton

How often do you take time out of your busy schedule to do something you love, something that is relaxing and adds excitement or fun to your life? We all know that for our physical and mental health as well as success in life that this is so important – so why don't we do it?

Unfortunately our busy lives and hectic schedules get in the way and we don't often take the time to stop and reflect on what that is.

I remember the day so vividly. It was April 11th 2014, when I took my first steps on the Camino de Santiago, an 800-kilometre trek and pilgrimage that begins at the base of the French Pyrenees mountains and ends on the west coast of Spain. For centuries, thousands of people (pilgrims) of different spiritual traditions, backgrounds, and countries travel to participate in this historical trek.

This was my "time out", a well-deserved break and an adventure to bring back the fun and excitement into life.

Finding words to describe the Camino de Santiago is difficult. You walk for many hours a day, through forests, quaint villages and along picturesque paths. You arrive at a village, find an albergue to sleep, eat and drink, shower, wash your clothes, sleep, and wake up to begin all over again. It's said that if you search for it on the Camino, whatever it may be, you'll find it. The Camino journey tends to stay a part of your life long after you pack up your walking shoes and go back home, I realise the Camino journey teaches us all a few simple but very important lessons for that journey we are on called life.

Here are a few lessons I learnt along that 800km trek that I reflect on in everyday life:

• EACH DAY BRINGS A BRAND NEW START

Each morning opens up a day full of possibilities. No matter how tired or how much your sore feet and body might complain, once you get up and get moving, you are ready to take on this brand new start.

• **THINGS DON'T ALWAYS GO ACCORDING TO PLAN**

You never know what is around the next corner. I remember one Sunday when the map showed we would walk through 4 villages (and I only had a packet of nuts in my backpack) to find that all the villages were closed and I had no way of getting food. 28km later I walked into the last village with my feet and body aching, hungry, exhausted and ready to jump on the next plane to go home.

Challenges and pain are an inevitable part of life; it's how we deal with it that matters.

"Life is a journey, not a destination."

Ralph Waldo Emerson

• **CONNECTING WITH OTHERS EVERY DAY**

Throughout the Camino de Santiago, it is tradition to greet anyone you meet with a "Buen Camino." Everyone becomes a part of your expedition, a part of your story. Whether you simply see them in passing daily or share stories over a meal, the connections are rich, meaningful, and memorable. However, it's not just about connecting with others. It's also about reconnecting with you.

Walking for hours each day, many times alone, gives you time to look inside and reconnect with yourself. There is a comforting peace and joy in this aloneness.



• **REMEMBER THAT LIFE IS A JOURNEY NOT A DESTINATION**

Many fellow pilgrims agree that the last days walk into Santiago was overwhelmingly sad and a little strange. We always knew it was the destination; we had walked 800km to get there, yet surprisingly many of us felt a strange sense of sadness as we arrived.

It really was the journey – the walking and talking, the beautiful sunrises, watching the locals in the quaint villages, and meeting others from all walks of life that mattered.

The end wasn't the part that mattered at all. I was surprised that at the end of the journey, after arriving at my goal that I had worked so hard for, all I wanted was more walking, more adventure and more journey.

The cliché is true.

You've probably heard the Ralph Waldo Emerson quote, "Life is a journey, not a destination." Sadly, its overuse has caused it to lose much of its meaning.



Whatever path you're on, treat it like the Camino de Santiago. No matter what challenges you face or the doubts that get in your way, just keep walking...great adventures await you. Most importantly, remember to appreciate and enjoy the journey. As Arianna Huffington reminds us, "don't miss a moment", Live in the moment. Seize the day. Enjoy the journey. Buen Camino!



Julie Warburton
Resiliency for life
Stress and Resilience Specialist



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**I say it comes down to
PERSPECTIVE**



A De-Stress Perspective

by Paul Huschilt

Am I going to have another one of those days? Great. More changes and more stress. What I really need is a break. That would help for sure, but it's not easy. Does my business stop so I can enjoy a moment? Does the person who is waiting for my decisions or tasks to be completed care about how I get things done, or do they just need the outcome? And, while it may be manageable if it's just one person, what about that normal day when I'm faced with demands from many different people with different needs? Yikes. How can I laugh? I say it comes down to PERSPECTIVE.

I travel the world talking about humour, resilience, and change at work. Stress challenges seem to be pretty much the same regardless of company or local culture. Common is that the person that's stressed – you, for example – can't help but get caught up in the flurry of demands and roadblocks and changing policies and rules. When you find yourself in the middle of a vortex of stress, it's time to take one step to the side and out of the centre of your universe and change your perspective.

It can be surprisingly helpful to look at your situation from a different point of view. It's not always easy or possible to ignore the impact of new rules and business changes on you and your team, but by stepping back you de-personalize the problem. You're more likely to find solutions and remove some of the stress. You're also more likely able to relax or be able to take a break from demands or even laugh at the situation.

Consider the metaphor of a hike up a mountain where gravity is not a suggestion, it's the law. You can't change it no matter how hard you try. But, if you take one step off the steep trail and think about what you can change, you may be able to lessen its impact. Maybe choose a different path. A wider but less steep route may be the answer. The trip may take longer and you won't burn any fewer calories, but it's all easier to deal with and easier to make progress.

At a recent conference, we did an activity that showed the power of changing your perspective. The group shouted out things that stressed them out. Deadlines; budgets; having to do more with less; uncertainty; and so on. Then we changed our thinking and challenged each of these. For each negative stressor, we found a positive: Deadlines are good because things get done; budgets mean at least you have money; doing more with less means you must be creative - or a magician. We decided that the stressors we looked at may not be all bad, and how well you cope depends on your point of view.

The next time you find yourself overcome by problems, take a step back and see if you can change your perspective. When something turns your world on its side, a new outlook can help reduce stress and might lead you to new solutions.

Paul Huschilt
Professional Speaker
Member of the Canadian
Speaking Hall of Fame
Author of *The Reluctant Pilgrim*



FLUID TEAMS — GETTING THE DYNAMICS RIGHT

by Louise Kelly

It is glaringly evident that the fast-changing major global disruptions of social, technological, environmental, political, economic and legal upheavals have created an imperative that organisations are adaptive, in a completely new way, to swiftly respond to accommodate rapidly fluctuating market demands, trends and international competition.

This has resulted in a significant structural change to the workforce to become far more flexible. The traditional stable configuration of fixed teams has had to adapt to accommodate more dynamic and fluid combinations of staff numbers and skills.

This could be temporary, project-based teams, e-teams, remote teams, virtual teams, use of casual pools, free lancers or outsourcing to meet those needs. This brings new challenges to both managers and employees to work together in flux, with frequent fresh team formations happening sometimes many times a day.

The trials of unfamiliar, ever-changing group dynamics, combined with the necessity to rapidly create healthy, short-term, cohesive and effective teams is a major challenge that needs to be effectively managed. One sector that has already invested a significant amount of research into the successful design and construction of high performing and yet fluid teams over the last forty years is the airlines. I spent thirteen years working alongside cabin crew, teams of highly focused people that that come together for only a short time, perform with a strong sense of accountability for achieving their goals and often never see each other again - the epitome of fluid teams. Each crew are highly skilled and able to interchange their roles, supporting each other to surmount any barriers in achieving the team's goals. I would like to share with you what I see as five keystones to how the airlines construct strong, effective, fluid teams that I have learnt from working with the airlines.





Structure

Underpinning everything is the set up and structure. There is crystal clear organisational structure, chain of command and a compelling vision that is reinforced daily. Everybody knows what that is and isn't. Each job position is clearly articulated, and they know they may be repositioned at any time, depending on aircraft type and loading so knowing each roles scope and limitations is standard. Over the course of a day a crew member could be on four separate flights with four different crew formations so creating this foundation of clear structure and vision creates a strong culture of knowing what you are doing and why you are doing it. This also creates the ability to be fluid and move when needed.

Selection

Recruiting right is another keystone. Select for the right attitude as well as abilities. The airlines expect potential candidates to come to them with all the tickets and licences they require and put them through a grilling and lengthy multi-staged recruitment process to test them under varying conditions before accepting them into a period of probation which includes frequent checks.

Development

Commitment to continual development of each team member is another keystone to creating strong fluid teams. This could be through individual coaching, group coaching, job exchange, buddying, formal training and revalidation of licencing, 360° feedback, assessment centres, simulations and role plays, refreshers and drills, and mock ups like hijack scenarios. There is a deeply imbedded learning culture that is layered and comes from many angles.

Monitoring

Performance is constantly monitored with consistent and transparent feedback. Daily checks are conducted at pre-flight briefings by cabin crew managers and formal checks several times a year by management. Undercover external checks and inspections are carried out by the Civil Aviation Safety Authority. Everyone is clear that safety is completely non-negotiable and crew resource management and good communication are central to that. There is a safety culture in place where everybody is confident to speak up and monitoring happens 360°.

Reward

The final keystone is to recognise and reward outstanding behaviours and to celebrate success. This is commonly missing from many teams I have worked with since leaving the airlines and I am mystified why. It is not something that has to cost money but makes such a difference to motivation and team work. People need to know where they have been of value. It reinforces positive behaviour and sends a clear message to other staff. Rewards could be as simple as a nod and a smile at recognising great customer service or it could be being invited to step up for a promotion. Airline staff know when they are doing well, and success is celebrated.

People need to know where they have been of value

Structure, selection, development, monitoring and reward are the keystones to getting the dynamics right in creating high performing **fluid teams.**

Louise Kelly
Master Trainer and Executive Coach
(specialising in high performing teams)

CHANGE ON A PAGE

SARAH GLENISTER

SPEAKER AND CONSULTANT IN ORGANISATIONAL CHANGE STRATEGY & LEADERSHIP
CHANGE THAT MATTERS

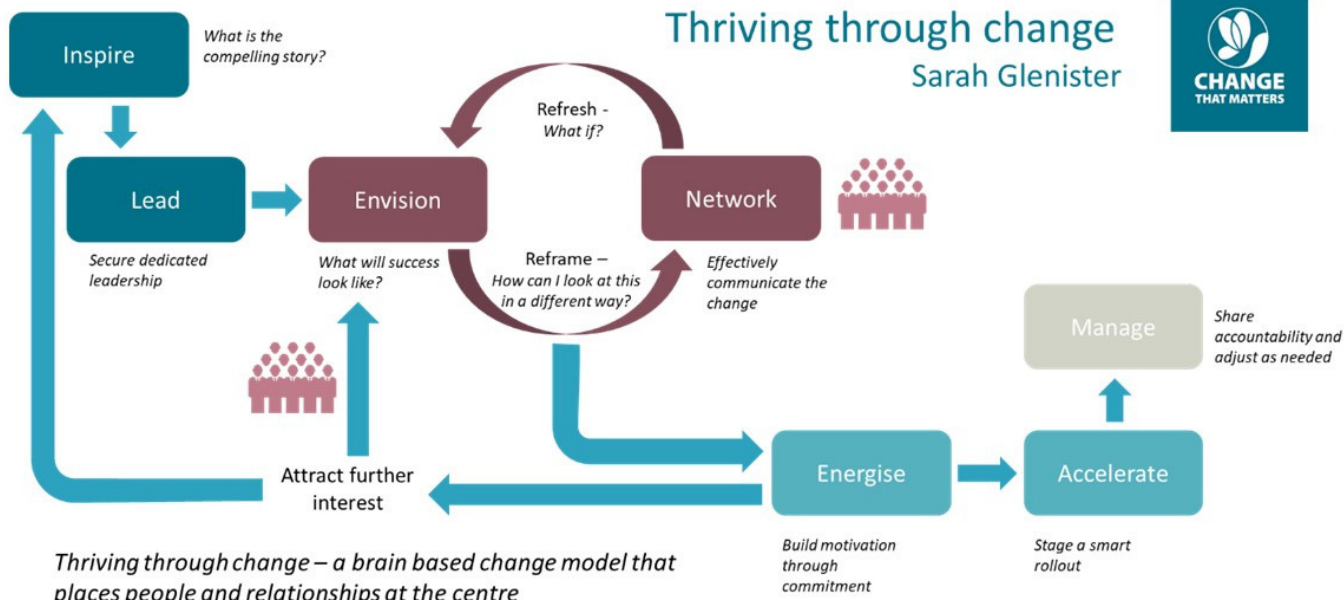
Perhaps the biggest barrier to getting your executive to see the importance of change management is that they feel overwhelmed. Perhaps it is a big project full of compliance requirements like weekly (or daily) project status reports or PIPs (Project Implementation Plans) that need to be updated every time there is a simple Change Request (another document). I'm currently sitting here having flashbacks to the biggest project I was involved with – the building of Fiona Stanley Hospital and the integration of that into a group of seven other hospitals. So how do you get past that?

In my experience, whatever you put in front of a Chief Executive needs to fit on a page. There is a whole lot of work going on behind that page, but you must be able to summarise it on a page (and not in size 8 font) in a way that makes sense. So, what is change management? Well I wish that was easy to describe in a way that a teacher/ lawyer/ doctor is, but in essence it is the people side of change. We all know how hard it can be to do something different (even when we want to save money, lose weight, get fit), so at work its no different, and often, we didn't get a say in it!

Questions to ask that really help the executive to see that Change Management is a useful part of the strategy:

1. How much of the success of this project relies on people doing their job differently/ changing the way they think or behave?
2. What value is lost in the project if you only achieve 60-70% of its full potential?

There are many change models available. All of them have strengths but none demonstrate the cyclical iterative process that forms many change projects.



If you are embarking on a change, you need to put people and relationships at the centre for success.

As a change management consultant, the model above does this, starting with a small group of stakeholders and using the small successes to appeal to others, reframing and refreshing the process as often as required. This appeals to those that work in the system that is changing as it moves beyond the propaganda to substance.

whatever you put in front of a Chief Executive needs to fit on a page

Before we get started

Just like a good keynote or workshop, you need to Inspire! The first question people will ask is “Why are we doing this?”.

Importantly, they only ask this if they haven’t been part of the discussion. Most changes can be talked about before they are finalised, and I’d encourage you to get a change manager in early to do that.

Often the best solutions/ideas come from those that work “on the floor”. So what is your compelling story? Why is the status quo unacceptable? How will we measure success?

Now we are ready to thrive through change.



Sarah Glenister
Speaker and Consultant in organisational change strategy & leadership
Change That Matters

Executive Endurance



Do you have what it takes?

Being an Executive is like running an ultra-marathon on trails. You start out full of excitement and anticipation at the opportunity and adventure ahead. But how do you keep the enthusiasm and momentum going when things get tough with long hours, high demands, challenges, feelings of isolation and the delicate balancing act of rest, recovery and self-preservation?

With the right tools and strategies in place you can run the ultra-marathon of Executive Life. You too can stay at peak performance while walking steadily and balanced along the wellness wall.

Here are five lessons I've learnt from being an Executive who has run multiple ultra-marathons.

1. Become a visionary

Know what needs to be done, what's right for the workplace and for yourself. Develop clear action plans with check points along the way and communicate this with your team.

Ask yourself big questions:

Who will be the key people in helping reach the vision?

What will it look like when you get there?

Why is it important?

Knowing the why behind what you want to achieve is key to your success as it acts like a lighthouse that guides you towards your vision while reminding you to proceed with caution as you approach the rocky shores.

2. Master your mindset

Those long stretches where you feel like you're alone and running on the spot can leave you feeling isolated and wreak havoc on your mindset.

Your mindset is responsible for a great deal of your behaviour and beliefs on success and failure across all areas of your life and your capacity for happiness.

Stay focused on the opportunities not the problems and constantly ask "what needs to be done now?"

Approach challenges with an open and inquisitive world view and a willingness to adapt.

Can you run the ultra-marathon of executive life?

3. Hitting the wall and bouncing back

In running there's a saying "Hit the wall". It's a point where you are so fatigued and overwhelmed that you just can't see a way forward – it's horrible!

I experienced hitting the wall after I injured myself. I had been on my feet for over 18 hours, travelled over 100km and just couldn't see how I was going to manage the last 24km to complete the 135km run.

I sat in the front of my support car in pain and exhausted, looking out to the ocean and I visualised what it would be like if I quit. I imagined myself turning up to the finish line to meet my fellow running buddy, but I wasn't running I was being driven. Then I started to feel what that would feel like not just in that moment but in one month, six months, 12 months and that felt way more painful than whatever it was going to take to finish the run. Keep well at work and in life and you won't feel like going to work is running an ultramarathon.

4. Have the right support team

Nothing is ever achieved alone, building a support team that you know will be there when you need it most is like planning and mapping a running course with support crew strategically positioned.

Support is not just the in the workplace, it's also those in your personal life. Coaches, mentors, accountability buddies, groups and their leaders, massage therapists, doctors, accountants, family, friends, loved ones etc. Just like a well-executed training plan, having your support plan in place will help you stay focused, on course and in peak performance.



5. Rest, refuel and recovery

You can't run an ultra-marathon or build executive endurance without adequate rest, recovery, excellent nutrition, hydration, slowing the pace down when fatigue sets in, breaking things up along the way to stay feeling fresh and ready to face the challenges and obstacles that show up along the way. Give yourself permission to unplug at least one day per week. Plan something fun to do, spend it with those most important to you. Plan quarterly mini breaks to keep you motivated and take annual holidays so you have something to look forward to. Nourish your body with quality, fresh healthy foods and keep a bottle of water with you. Aim for a minimum of 2 litres per day. If you're feeling fatigued or overwhelmed slow the pace down, rest and break things down into smaller more manageable chunks.



Rebecca Hannan
Speaker, Author, Consultant
in Workplace Wellness



By
LOIS KEAY-SMITH
DIRECTOR OF CAREER WISDOM
AUTHOR OF “MAKE YOUR MOVE:
FELLOW LEADERSHIP WESTERN
AUSTRALIA

The only way is up... (or is it?)

Working Wisdom

When companies advertise for graduates, hoping to attract the brightest and best candidates, they will often speak of a “career path”. The notion is that you step onto the escalator and there’s a dependable and reliable rising of your career over time, as you build the requisite skills, experience, connections and nous that the organisation, industry and sector requires.

However, as heralded by author Professor Charles Handy in the 70’s with his description of the “shamrock organisation”, companies are becoming much flatter structures than they ever have before. The steep escalator which delivered the young man from a humble start in the mailroom to become the Managing Director decades hence, is now more like a travelator that you find in many large airports around the world.

At times it’s crowded and moves too slowly - you have to wait your turn. At times you can speed up and overtake the group in front of you with too much baggage and get around them. At other times, you are much better off getting off at the next exit and making your own way on solid ground, where there are no boundaries and laneways to constrain your progress.

This metaphor fits when you consider that in many organisations the “pathway” is no longer as visible or predictable. Organisational charts are churned out with surprising regularity – due to numerous changes being made. New roles are created, others are relegated to redundancy. Layers of management can disappear, being replaced by contract project roles or functions are outsourced to consultants and freelancers.

Handy's prediction of an organisation that is lean in headcount, and enhanced via these 'contingent workforce' methods has well and truly come to pass.

This may mean taking detours in your career – upskilling, re-tooling and stepping off the travelator for a while. It means being nimble, to see an opportunity up ahead (yet, somewhat obscured) and summon the confidence to put your hand up for it and work it out when you get there. It may also lead to you jumping onto another travelator for a while – perhaps a rival organisation, a 'gap year' or a complete change of role or industry.

What is clear is that the way of travelling is no longer a 'pathway' – predetermined, visible and secure.

The skills that workers need to learn are not only critical communications skills and technical abilities, but the ability to be able to traverse along paths that are not yet created. Self-determination, self-marketing, mobility and the ability to connect to people and opportunities are vital to ensuring that work is gained – not only jobs in the narrowing and increasingly competitive organisational offerings, but work - in the form of contracting, consulting, project and freelance work. Those who can nimbly traverse different speeds and states of mobility in the ever evolving work landscape will enjoy the most robust and sustainable careers.

Within organisations, offers to act in a higher role, take a 'sideways' move or try something new in another department provides skill development, widens your network and importantly stretches you in a way that a traditional linear upwards move may not. Being open to opportunity is key. It may come in the form of an additional project, further study or volunteering.



“Opportunity is missed by most people because it is dressed in overalls and looks like work.”, said Thomas Edison.

Take a hold of opportunity, and enjoy learning, developing, creating and striking out on your own path.

Neuroleadership

Is it a fad?

What's lurking behind
that door?

Neuroscience has given
us the ability to look
behind closed doors and
find out about some of
the inner workings of our
brains.

KAREN LIVEY

Neuroleadership

We have always been driven to explore, whether it's new lands or new ideas. And now we can look at human behaviour from another side, the 'inside out look'.

We've uncovered new territory and are trekking across it with anticipation and excitement.

Neuroleadership is a dynamic field of possibilities and opportunities for those who want to be more and do more. This does not make it a craze, rather a body of knowledge that needs to become part of our everyday thinking and doing.

As neuroscientists continue their research bringing out more learnings, connecting the dots and giving us information about the whys and wherefores for our feelings, thinking and behaviour, we are unable to let it go. The more we open the doors, the more we recognise there are so many other doors to open. It explains why some leaders are able to inspire and collaborate with their teams, and others are hit and miss – sometimes working well, and other times not at all.



It's impossible for neuroleadership to be a fad.

As an example, let's look at exercise. Exercise itself is not a craze. Zumba, CrossFit and X-tend Barre work – they're fads. Exercise types come and go. Doing exercise does not.

Neuroleadership is like exercise, completely necessary for how we now understand our worlds. Like exercise, it makes everything better and clearer. The fads may be some of the applications where assumptions have been made with no real science to back it up – think about brain games!

For leaders who want to be consistent in their approach and enjoy the 'leadership ride', having some insight into neuroscience can make an enormous difference. I see it as a separating from those who try, to those who achieve greatness in their chosen field.

Let's face it, neuroleadership is not for the fainthearted.

It has been built on scientific evidence explaining and identifying how to do things better – for ourselves as leaders and for those who report to us. It means taking time out to absorb these concepts and make them our own.

How can this be here today and gone tomorrow?

Those who have implemented neuroleadership into their own work practices haven't looked back. They know they have the inside secret for leadership excellence.

I see neuroleadership as a solution for those who want to serve others, create excellence and enhance the collective intelligence of their teams. *Knowledge about how our brains work can make it easier to achieve outstanding results.*

I reckon the genie is out of the bottle. There's no way you can put that genie back in.

The neuroscience and leadership mix is here to stay. It clarifies so much. It gives explanations, reasons of the why. And, we always want to know why.

Long live neuroleadership! May it open our minds and opportunities for new ways of thinking, behaving and feeling.



Karen Livey MBA
Speaker and Trainer
in the Neuroscience of Leadership





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A group of five people (three women and two men) are lying on their backs on a grassy area, laughing and smiling joyfully. They are arranged in a circle, with their heads pointing towards the center. The woman on the left is wearing a pink top, the woman on the right is wearing a blue top, the woman at the bottom left is wearing a red top, and the man at the bottom right is wearing a blue polo shirt. The man at the top is wearing a pink shirt. The text 'Laughter Yoga' is overlaid in the center in a large, white, serif font.

Laughter Yoga

Smiling is the outward result
of the happiness found
within.

You are standing in a circle with a group of people.

A man with a smile the size of the Sydney Harbour Bridge explains to you that clapping releases endorphins into your blood stream, the feel good drug and a natural painkiller. Clapping in a repetitive rhythm with arm motions creates positive emotions. You reluctantly do as you are instructed and clap with the group. Your hands feel warm and you feel a lift in spirits among your group. Interesting!

This smiley guy then shows you a breathing exercise that has you stretching to the ceiling and exhaling with an audible "ahhhhh," to relax. Another stretch with another breath and this time sticking your tongue out as you exhale to release the tension in your face. Next we are stretching up with a breath and a smile to laugh it out. The laugh is an exhalation, an intensive breath, that clears the lungs and enables oxygenation to occur. A warm glow among the Laughter Yoga group is becoming evident.

Next, is the laughter exercise. We are not laughing through a reaction to comedy and humour but to initiate a cardio vascular exercise with the heart and lungs. It's a simple and fun positive psychology tool based on the philosophy that 'laughter is the best medicine.' Laughter creates a dose of drugs that come from within; dopamine, oxytocin, serotonin and endorphins. The laughter yoga guy works the crowd, keeping the anxious and curious mob in check.

He gives little time for thought so the participants are leaping from activity to activity without much time to contemplate if you look silly. By keeping the body moving with breathing, singing and dancing the team begin feeling genuine joy in the playfulness of Laughter Yoga.

Below the surface so much more is happening. Natural feel good hormones pulse through the body which enables the immune system to function at its full capacity. Natural killer T Cells are in abundance and ready to attack any infiltrating disease. The greatest shift is the perspective- what is possible in a life that is lived a little less ordinary. Extend yourself to connect your body to your mind. The team have made an authentic connection and found that laughing together has given everyone a zest for life.

A Laughter Yoga session has the ability to fast track your health and happiness and can leave you smiling from within for days afterwards. You are now standing strong with new found resilience and you feel an instant reduction in stress. If we cannot change our lives, we can change our perspective. Laughter can change our perspective.

Smiling is the outward result of the happiness found within.

Laughter Yoga is a super way to shake up a board room, a conference or a personal development day.

Peter Schupp - The Laughter Yoga Guy
Kaizen Wellbeing





MINDFULNESS MATTERS

TIPS TO HELP YOU MIND YOUR WORK

By Vida Carlino



The age of consciousness takes the practise of Mindfulness from the mountains in Tibet, the ashrams in India and the yoga corners of the planet and places it in the hands of you and me. No longer is Mindfulness considered only to be a skill of the ancient traditions. Science, technology and research are quickly confirming what these traditions have known for centuries.

Mindfulness works...

That is why mindful training courses are becoming the norm in corporations and cities around the world. Google, Nike, Apple, Facebook, Barclays, KPMG, Sony, Twitter, Oprah and the world's most elite athletes, sports stars and actors all use tools of mindfulness to improve performance and become more conscious, healthy, focused, soulful and successful.

These companies and elite individuals are investing significant funds in mindfulness spaces and practices, so their teams can thrive.

Why?

Because it works.

Science has demystified the mystery of mindfulness and opened the doors for us all. In other words, you do not have to become a Buddhist, live in a temple, eat tofu, and sit in lotus to benefit from compassionately paying attention to what is going on in the moment.

Simply put, mindfulness is precisely what the word says – the act of being mindful. The key aspects though are that it is a deliberate practise where we observe what the mind is doing with acceptance and without judgement, in the moment.



5 tips to help you mind your work

1. Start on top

Life continuously gives us surprises and the ones we don't like we call problems. How we begin our day can set the stage for how we deal with these problems. Start your day with a clear mind.

Hint - Close your eyes and deliberately bring all your attention to your breath, following it with intent on exhalation and on inhalation. When the mind wanders, bring it back to the breath, without judgement. This is a great practice to do anytime during the day to calm the mind and build focus.

2. Multi-tasking

Multi-tasking may seem productive, but it is not efficient or effective as it reduces our focus on the task at hand. Our brain is wired to be a mono-tasker and provides the best results when focused on what is most important to achieve our goals.

Hint - Pause throughout the day, take a deliberate breath and notice if your attention is on your intention.

3. Wandering mind

Our ability to focus on the job is diminishing. According to recent research 46.9% of our time we are not paying attention to what we are doing, and we are not even aware that our mind has wandered. That means nearly half of the day your mind is anywhere but on the job.

Hint - Set up simple reminders on your phone, put messages around the office or schedule times to be present.

4. Mindful listening

For this practice the focus is on listening with openness, free of judgement or personal agenda. The listener accepts what is said as the speaker's reality and is fully present for the speaker. Mindful listening can create a deeper presence in both the speaker and the listener as the listener is not occupied with their own opinion or inner chatter. Practice mindful listening and notice how your communication improves.

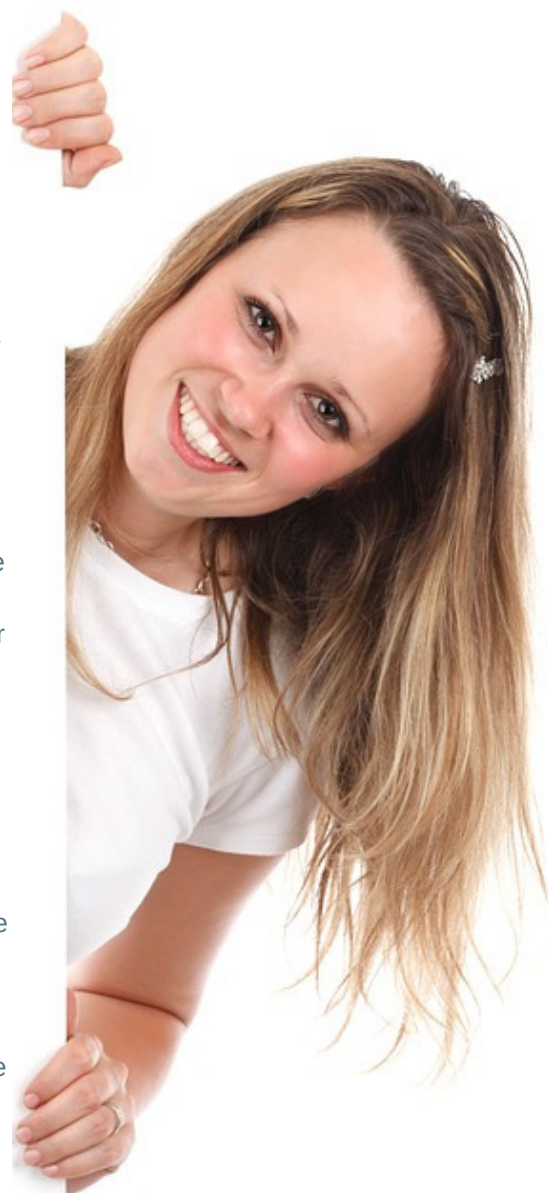
Hint - Deliberately engage in a conversation with the intent to be present and consciously listen without any desire to influence or judge.

5. Conscious speaking

This is all about being present and taking responsibility for being understood. It requires a level of consciousness that has clear intent and awareness of the subtle messages portrayed by posture, gestures, expressions, tonality and words. Imagine working in an environment where communication originated with awareness.

Hint - Observe your speaking and notice if there is alignment between your posture, gestures, expressions, tonality and words.

These simple practices of mindful focus will tame the brain, change how the mind functions, and help you become the master of your thoughts rather than a slave to them.



Vida Carlino

Inspiration source – Achieving material and soulful success
Conscious success coach, thought leader, author and speaker



MORTGAGE AND MONEY TIPS – MAKING YOUR PAYSLIP WORK FOR YOU

BY KERRI BUURMAN

As we know, home loan interest rates are at an all-time low, but how do we make the most of that during this low interest rate cycle? I have been helping clients with a wide variety of finance solutions for over 20 years and believe that we have lost our way a little with the introduction of electronic banking. Yes, it is convenient, but it can be hard to control. We need to get back to basics and become much more aware of our finances. It's that simple.

Here are my 3 top tips for getting ahead and reducing your debt and saving money along the way!

Review, review, review.

If it has been more than 12 months since you last reviewed your home and or investment property loans, there is no better time than now to act. Historically, rates with most lenders have been comparable, but this is not the case currently. There is great potential to save by simply meeting with a finance broker to review your current finance position – you may be paying a significantly higher rate that you should be.

Budget

I know it's a word that many people dislike, but I believe it is something we need to get back to doing well. We can still enjoy the treats along the way, but I feel we have lost the ability, in this electronic banking world, to keep track of our spending. Pay pass on credit cards, having all your money in one bank account and multiple loan repayments are all making the ability to keep track of our spending more difficult.

There are some fantastic online tools for budgeting such as

<http://buurmanfinance.com.au/budget-planner/> or

<https://www.moneysmart.gov.au/tools-and-resources/calculators-and-apps/budget-planner>.

I encourage you to start a budget now and review it every month for the first 3 months until you settle into a budget that works for you, and more importantly, is sustainable. There is no point in doing something that feels so uncomfortable you simply can't keep going with it – kind of like that diet that only lasts a few weeks and then we give up! Be kind to yourself and allow for treats like the coffee out with a friend, dinner with your partner or that new clothing item you've had your eye on; but be firm on what you are prepared to "stop" doing to improve your financial position.

"It's about getting back to basics"



Multiple Offset accounts

I know many of you will know and understand what an offset account is and how it works, but did you know that there are some lenders who have the ability to have multiple offset accounts linked to the one variable rate loan? This money saving feature goes hand in hand with the budgeting tools above to really help you manage your daily and monthly spend and take back control of your financial situation. With implementing just this strategy, you can reduce stress levels around money. You could easily save over \$2000 per year just in reduced interest charges. Better to have that in your pocket I say!

So, as you can see it really can be as simple as getting back to basics and using a few new tools to help you take control of your finances.

I trust these tips help you to make some positive changes.



Kerri Buurman
Director of Buurman Finance Solutions

BALANCING THE BOOKS AND LIFE

WHAT DOES SALSA DANCING, BOOK KEEPING, ESSENTIAL OILS, ACCOUNTING, WELLNESS AND VITALITY ALL HAVE IN COMMON? THAT WOULD BE VERONIKA ANDERSSON FROM VAVEE ENTERPRISES

**Paula interviews
Veronika Andersson
Accountant and
Lover of Life**



I first met Veronika at one of my presentation skills courses and when she announced, during the introductions, she was an accountant, it took me a little by surprise. This is not what my accountant looks like at all.

Veronika was one of those smiling, colourful, holistic types. You know the chilled out, vibrant ones in the room that seemed not to have a worry in the world.



As Veronika practised her presenting and storytelling skills throughout the day, it was evident that she lives and breathes 'vitality and balance' and integrates this into her work and her personal life. Hence her clients refer to her as the 'Wellness Accountant'. Veronika also loves to go salsa dancing whenever she can and has strong beliefs around a simple and healthy lifestyle.

However, before we think Veronika is just too relaxed to work with your important accounting matters, it's quite the opposite. Vee, as her clients and friends call her, is on the ball, sharp and passionate about helping people get serious about their books and their accounting. She just wants to set it all up so it's not a stressful or overwhelming thing in your life. I think that's pretty great.

Here is what I asked Vee about how she runs her Accounting Practice

Should everyone have an accountant, or can we navigate it ourselves, now with easy online software available?

You may think completing your own tax return is easy or getting your PA to do your books is a great idea, but you could be breaking the law in some instances if you are not either set up correctly or you are not recording in the way you are meant to be. You may also be missing out on opportunities to minimise your income tax if you don't know about all the deductions you are entitled to. Because what you don't know can come back to bite you! So yes, it's critical to get good advice right from the start.

Okay Vee, what really is a 'Wellness Accountant'

As a wellness accountant, I make it my business to know you and your business, so that we can align your goals in every area of your life with the success of your business. It's difficult to be successful in your business if everything else is a mess. We get it all working together. This could be re-setting your structures, getting your budgets set, organising your payroll software to completely taking over the bookkeeping/accounting function in your business. Many of our clients just hand it all over to us to take care of every month.

So how does one get started with you if they are in search of a new accountant?

As a new client we start a detailed conversation with you about what you are looking to achieve in the short and long term, as well as review and report on your current business structure and performance. Then we can address the elephants in the room...where your goals may not be aligned with your business and financial activity. THAT is where impactful change can be made rapidly.

Then we make all the necessary changes promptly, so you can get on running or leading your business. We can even help you avoid that difficult conversation with your existing accountant by taking care of the transition process needed to move.

**Some business owners only see
their accountant once a year at
tax time**

How often do you keep in touch with your clients?

For our existing clients, we stay in touch regularly to discuss your results and performance in real time, not the traditional historical time that accountants usually work on. We are here to help you whenever you need to make a financial decision in your business. This makes sure you are aware of the consequences of any decisions that you are making.

It never ceases to amaze me how people don't want to bother their accountant, but regular conversations can lead you to make better decisions every day. One client revealed during a casual conversation that he was about to purchase an investment property in a structure that could have cost him dearly. The result of keeping in touch was better cashflow and asset protection.

I believe you specialise in start - ups?

For clients starting up a business we have a unique system to make sure that you know what you are getting into and to make sure that you have the best structure for you, your family and your business, now and into the future. We then provide training so that you can keep your finger on the pulse of your business and meet all your compliance obligations with ease and without stress.

Taking care of your finances and your financial recording obligation does not have to be stressful or time consuming. I see my role as not just being an expert in my chosen field of accounting, but also as an educator and guide in creating overall prosperity.

And if you were wondering why Veronika was at a presenting course, she is also passionate about learning and runs some great workshops for start ups. Veronika wanted to ensure her presenting skills were top notch so her workshops are engaging and fun.

I am lucky enough to meet some wonderful and interesting people, just like Veronika, on my travels and in my training rooms.



The first IMPACT interview done and dusted. I even left Veronika's office with some essential oils and an invitation to join her at a salsa dancing event.

Ahhh I feel calmer already



Dress for success

Alba Gomez

4 MUST HAVE ITEMS



4 MUST HAVE Items to have in your Capsule wardrobe for work from Alba Gomez - Image and personal brand coach, keynote speaker and first impressions specialist.

It is time to create a professional look that has you noticed! It is time to step into your power and to create an image that reflects a truly confident you!

When you feel your most confident self and express it through your image, you can't help but attract success into your life!

1. The Jacket

Structured ones are my favourites. In neutral colours or even better in accent colours.

You can look very professional and credible wearing a structured jacket in a bright colour. It is all about the fit. If you go dark at the top why not team it up with a bright bottom? Make sure you wear closed in or peep toe shoes. They are more professional.



2. Bottoms



I definitely recommend you have a black pair of pants, another in a neutral colour and a black skirt. Since these colours are plain I like adding a bit of detail or pattern to make them more fun. The styles I picked work for all body types.

3. Dresses

One piece and you are ready to go. Remember semi-fitted outfits will look more professional and work with all body types. You can pick colours or go for neutral colours. Details like buttons or pleats will add interest to a solid colour dress. Knee length is always appropriate and professional.



4. And my favourite, accessories

Even statement necklaces are great for work. You can still look stylish and professional wearing accessories. Remember the fit is going to be the number one aspect to think about when getting dressed. The right fit + right colour = great look
And when we add the accessories = Amazing outfit.



**A HEALTHY
BODY AT
WORK IS A
PRODUCTIVE
MIND AT
WORK**

HOME-MADE LABNE
40g Protein 10g Fat 10g Sugar 10g Fat



Healthy Made Easy

5 Reasons to Bring Your Lunch to Work

1. Save money.

The average person spends \$10-15 per day buying lunch which ends up being thousands of dollars per year – enough for a holiday! Lunch prepared at home is much much cheaper.

2. Eat better food.

Bringing your own lunch means you can source fresh produce. This way, you can avoid the preservatives and MSG that lurk in the food hall and know exactly what it is that you are putting into your body. It can also be tricky to find suitable options to buy if you have special dietary needs or allergies.

3. Save time.

Bringing your own lunch saves you running out in the heat or rain, avoids that lunchtime queue and means you can spend the extra time doing something that you value.

4. Help your weight loss efforts.

Bought food usually contains more salt, saturated fat and sugar. Packing your lunch with the right portion size and calories when you are feeling motivated first thing in the morning avoids getting sidetracked by greasy smells calling you from the food hall and overeating.

5. 5 Veg and 2 Fruit

Homemade lunches are an excellent way to boost your 5 veg and 2 fruit intake and avoiding bought food which is usually high in carbohydrates and fat. A lunch rich in veggies bypasses that afternoon energy slump that has you reaching for chocolate or other junk food.

Be the envy of your workmates with these easy to prepare ideas for work lunches:

- Take 2 pieces of fruit every day and make sure you eat them – chop them up in the morning and squeeze a little lemon juice over so you can easily snack throughout the day.
- Always have a little box of dried fruit, nuts and seeds on your desk to nibble on between meals instead of chocolate. Walnuts are the perfect brain food – ever noticed how they look exactly like a brain? Its no coincidence!
- Take leftovers - cook double the amount of dinner and pack a lunch for the next day.
- Make a big batch of soup and freeze in small containers, so you will always have something prepared – soup makes the best lunch on a wintery day.
- Whiz up a batch of hummus (a very easy recipe that you can find readily) and take it to work with some crackers and chopped up veg.
- Take a salad - salads are all about the dressing so finding a tasty recipe means it really doesn't matter what you put in the salad – mix it up every week. To make a heartier salad, add some quinoa, couscous or other grains and keep things interesting by topping your salad with nuts and seeds, grilled halloumi or Persian fetta.
- Finally, if there is only one thing that you prepare at home, make sure it is a healthy sweet snack – true healthy snacks are hard to find and expensive when you do. Raw slices and bliss balls live happily in the freezer for several weeks or try granola bars – they will stay crunchy in an airtight container for the working week.



Jess Longley
Founder and Creative Director
Short Street Kitchen



RAINBOW ROLLS WITH SMOKY PEANUT DIPPING SAUCE

by Jess Longley

INGREDIENTS

Rolls

- Rice paper sheets*
- Vermicelli noodles
- Any veggies you like – we always use mango (when in season), avocado, carrot, beetroot, red or yellow capsicum and red cabbage and cucumber but you can use anything you wish and also add tofu or meat.
- Herbs – are absolutely essential to lift the flavour– we like to use fresh coriander and mint and if you can get your hands on it, Thai basil is amazing.

Dipping sauce

- 1/4 cup peanut butter
- 1 tablespoon soy sauce or tamari if you are gluten free
- 2 tablespoons maple syrup or honey
- 2 tablespoons rice wine vinegar*
- 1/4 - 1/2 teaspoon chipotle chilli powder or smoked paprika
- 1/2 teaspoon sesame oil

- 2 teaspoons lime or lemon juice
- salt and pepper to taste

* Find these ingredients in the Asian aisle in the supermarket



Method

- Place dipping sauce ingredients in a bowl and mix until combined
- Cook the noodles, drain then chop up roughly with scissors
- Grate the carrot and raw beetroot and finely slice the rest of the veggies – pop them on a tray or board so they are all ready to go.
- Pluck the herbs from their stalks and keep whole
- Fill a shallow dish or baking tray with warm water. Place your rice paper sheet into the water and swish around for about 10 seconds – you want it to still be a little stiff (leaving them in too long is the main reason why they split) then place onto a damp tea towel
- Stack your veggies and noodles into a pile in the centre of the paper. Don't add too much or you won't be able to roll them - after the first few you will get the idea of how much you need.
- Lift the rice paper side closest to you up and over your stack and tuck it in tight. Then fold in the ends either side over the stack and roll away from you.



ISSUE NO 1 JUNE 2018

The future workplace is already here



**are you getting
ready now?**

We hope you enjoyed the first
issue of **IMPACT**

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workforce today